



**Eugene
Fire & Emergency Medical
Services Department**



**Springfield
Fire & Life Safety
Department**



WORK PLAN

July 2011 – June 2015

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
GOAL A.....	2
Expand Community Outreach Efforts	2
GOAL B.....	7
Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve	7
GOAL C.....	11
Refine the Ambulance Transport System (ATS)	11
GOAL D.....	14
Maintain Existing High Departmental Standards and Measures	14
GOAL E.....	22
Develop and Maintain Collaborative Strategic Partnerships.....	22
GOAL F.....	30
Provide Focused Successorship Training Throughout the Departments	30
GOAL G.....	35
Strengthen Internal Relationships by Enhancing Communication Within the Departments	35
GOAL H.....	39
Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services.....	39
WORK PLAN PERFORMANCE REPORTS	43

EXECUTIVE SUMMARY

This work plan is a companion document to the combined strategic plan for the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department for the four-year performance period of July 2011 through June 2015, submitted to both Eugene and Springfield City Councils in June of 2011, and is charting the course of the two departments over the next four fiscal years. The goals and objectives identified in the strategic plan provide the framework for this work plan, where critical tasks and measures are included, by which we measure our progress towards achieving those goals and objectives.

In addition, progress towards achieving the strategic goals and objectives is detailed in Work Plan Performance Reports, which contain ongoing performance reporting information, and are completed and posted to both departments' websites every four months in February, June and October.

This combined work plan is a dynamic document, which is continually updated as critical tasks and measures are modified and/or completed.

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective A-1: Expand current public education, public information and public relations efforts to help the community better understand all aspects of Eugene Fire & EMS, Springfield Fire & Life Safety and the Central Lane Ambulance Transport System (ATS), including services and costs.
- Lead Reporting Responsibility: Deputy Chief EMS & Community Relations (Walker)
- Critical Tasks and Measures:
 1. Develop and market a Speakers Bureau. **Time: Ongoing**
 2. Submit articles for Eugene's City Council newsletter on a regular basis, so that programs, activities and participation in community events are included an average of 50 percent of the time or more. **Time: Weekly**
 3. Participate in the City of Eugene's Public Information Team (PIT) meeting. **Time: Ongoing, Weekly**
 4. Publish the "Metro Response Times" newsletter. **Time: Ongoing, Three Times Annually in February, June and October**
 5. Continue to ensure that programs, activities and participation in community events are featured regularly in local media. **Time: Ongoing**
 6. Ensure that all community member-initiated contacts are processed effectively within 72 hours. **Time: Ongoing**
 7. Develop and implement consistent messages for all public education, public information and public relations efforts, and coordinate with a fire and life safety presenter as much as possible. **Time: Ongoing**
 8. Display safety messages and current information about the departments on both departments' websites and CEShare. **Time: Ongoing**
 9. Develop and maintain collaborative working relationships with the local media. **Time: Ongoing**
 10. Enhance public information efforts to help the community better understand all aspects of the ATS, including services and costs. **Time: Ongoing**
 11. Develop electronic links within existing systems (e.g., E-LOG, FRMS, etc.) to better disseminate information on community events to all personnel. **Time: Ongoing**

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none">• Enhance Public Safety• Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none">• Safe Community• Effective, Accountable, Municipal Government

- Objective A-2: Maintain a good working relationship with Looking Glass Youth & Family Services to continue participation in the Project Safe Place Program.
- Lead Reporting Responsibility: Deputy Chief EMS & Community Relations (Walker)
- Critical Tasks and Measures:
 1. Meet regularly with the Project Safe Place Program Coordinator. **Time: Ongoing, Biannually**
 2. Provide ongoing training to all personnel to maintain awareness and involvement level in the Project Safe Place Program. **Time: Ongoing, Annually**
 3. Support and record Project Safe Place Program involvement. **Time: Ongoing**

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective A-3: Attend and participate in annual community events (e.g., NAACP Freedom Fund Dinner, Oregon Asian Celebration, Fiesta Latina, National Night Out, Springfield Christmas Parade, Neighborhood Summit, Fire Prevention Week, Safety Town, etc.).
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Attend the annual NAACP Freedom Fund Dinner. **Time: Ongoing, Annually in February**
 2. Attend the annual Oregon Asian Celebration. **Time: Ongoing, Annually in February**
 3. Attend and participate in the Lights of Liberty event. **Time: Ongoing, Annually in July**
 4. Participate in Safety Town. **Time: Ongoing, Annually August**
 5. Attend National Night Out. **Time: Ongoing, Annually in August**
 6. Attend the annual Fiesta Latina event. **Time: Ongoing, Annually in September**
 7. Participate in and attend the annual Neighborhood Summit. **Time: Ongoing, Annually in September**
 8. Participate in community-based Fire Prevention Week events as able. **Time: Ongoing, Annually in October**
 9. Participate in the annual Springfield Christmas Parade. **Time: Ongoing, Annually in December**
 10. Continue to participate in events and activities that help to educate the public on water safety. **Time: Ongoing**
 11. Maintain membership in NAACP and Centro Latino Americano, to represent Eugene Fire & EMS and Springfield Fire & Life Safety. **Time: Ongoing**
 12. Participate in community festivals and celebrations as able. **Time: Ongoing**
 13. Provide opportunities for all personnel to participate in community events. **Time: Ongoing**

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective A-4: Involve operations personnel in fire prevention-related outreach efforts (e.g., smoke alarm inspections in mobile home parks, New Year’s Eve and Halloween sweeps, Fire Prevention Week Events, etc.).
- Lead Reporting Responsibility: Deputy Chief Fire Marshal (Gerard)
- Critical Tasks and Measures:
 1. Develop curriculum and schedule Fire Prevention Week visits by suppression crews.
Time: 1st and 2nd Quarter of Each FY
 2. Schedule and conduct New Year’s Eve “sweeps” of local celebration gathering venues (nightclubs) with Shift Operations personnel. **Time: 2nd Quarter of Each FY**
 3. Provide Shift Operations personnel with appropriate curriculum content and materials for crew visits to local schools and other groups. **Time: Ongoing**
 4. Identify additional opportunities for Shift Operations personnel to be involved in prevention activities. **Time: Ongoing**
 5. Schedule The Official Fire Safety Dalmatian at special events and school programs.
Time: Ongoing
 6. Apply for grant funding to secure additional funding for prevention curriculum materials and/or equipment. **Time: Ongoing**

GOAL A

Expand Community Outreach Efforts

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective A-5: Provide station tours, crew visits, ride-alongs and neighborhood presentations.
- Lead Reporting Responsibility: Deputy Chief EMS & Community Relations (Walker)
- Critical Tasks and Measures:
 1. Ensure that requests for station tours, crew visits, ride-alongs and neighborhood presentations are accommodated whenever possible. **Time: Ongoing**
 2. Work with Neighborhood Services Program staff to stay involved in neighborhood meetings and events as much as possible, and include information about the departments in neighborhood newsletters. **Time: Ongoing**
 3. Track and report on frequency and attendance of station tours, crew visits, ride-alongs and neighborhood presentations. **Time: Ongoing**

GOAL B

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none"> Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- Objective B-1: Continue to promote cultural awareness and competency of the current workforce.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Create and maintain a Recruitment, Selection and Retention Committee. **Time: Establish Committee, Then Hold Ongoing Quarterly Meetings**
 2. Report on progress towards Eugene's Diversity and Equity Strategic Plan (DESP) goals. **Time: Ongoing, Quarterly through Work Plan Performance Reports and Annually to the Eugene Equity and Human Rights Board**
 3. Regularly attend Springfield Inclusion & Diversity Task Team meetings, and share information with all personnel. **Time: Ongoing, Monthly**
 4. Regularly attend Eugene Equity and Human Rights Board meetings, as well as Resource Group meetings, and share information with all personnel. **Time: Ongoing, Monthly**
 5. Encourage all work group personnel to attend training or participate in community events that have a diversity, equity and/or human rights focus. **Time: Ongoing, With Personnel Attending At Least One Training or Participating in One Community Event Annually**
 6. Ask employees to self-identify things that they do in their daily work that relate to equity and human rights, and record in the individual employee's Annual Performance Evaluation. **Time: Ongoing, Annually**
 7. Ensure that all work group personnel display awareness of the two cities and departments' diversity and cultural competency goals, and actively participate in creating and maintaining a respectful work environment, and record in the individual employee's Annual Performance Evaluation. **Time: Ongoing**
 8. Identify cultural awareness and competency needs for the departments, and research instructional programs and speakers to meet those identified needs. **Time: Ongoing**

GOAL B

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none"> Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- Objective B-2: Engage underrepresented populations in the fire and emergency medical services industry.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Report on progress towards goals to address underutilization areas (Service Maintenance-Female) identified in the City of Eugene's Affirmative Action Plan. **Time: Ongoing, Quarterly through Work Plan Performance Reports and Annually to the Eugene Equity and Human Rights Board**
 2. Host leadership opportunities that promote diversity in fire and emergency medical services. **Time: Ongoing, Once Every Two Years**
 3. Track and follow-up with potential job candidates that contact us with employment interest. **Time: Ongoing**
 4. Develop strategies to ensure inclusion of underrepresented populations, while addressing areas of recruitment, selection and retention, community outreach and internal education. **Time: Ongoing**
 5. Provide opportunities for underrepresented populations to interact with personnel from Eugene Fire & EMS and Springfield Fire & Life Safety on various activities. **Time: Ongoing**
 6. Extend applicable training and learning opportunities to administrative and support personnel (e.g., access to Rosetta Stone language-learning software, provide opportunities to attend Women in the Fire Service Conferences, NIMS ICS classes IS-100 and IS-200, AED training and CPR training). **Time: Ongoing**
 7. Work with various agencies to gain access to underrepresented populations. **Time: Ongoing**
 8. Develop an outreach strategy to engage Paramedic graduates, high school students, young adults and youth from underrepresented populations to consider fire and emergency medical services careers. **Time: Ongoing**
 9. Encourage qualified personnel to participate in the Chief Officer Development Program (CODP), Company Officer Development Program (ODP), Engineer Development Program (EDP) and Administrative Management Development Program (AMDP). **Time: Ongoing**

GOAL B

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none">Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none">Effective, Accountable, Municipal Government

- Objective B-3: Enhance accessibility for non-English-speaking members of the community.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Provide data on personnel participation in the use of the Rosetta Stone Spanish Language Tutorial. **Time: Ongoing, Quarterly**
 2. Work in collaboration with the City of Eugene's Equity & Human Rights Board and Public Information Team to develop and implement outreach to underrepresented populations. **Time: Ongoing**
 - a. Produce marketing materials in languages other than English, and make them available for non-English-speaking members of the community.
 3. Access and utilize City of Springfield's interpreters. **Time: Ongoing**

GOAL B

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none">Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none">Effective, Accountable, Municipal Government

- Objective B-4: Maintain high school and college career days in conjunction with school career fairs, while pursuing funding to support a cadet program.
- Lead Reporting Responsibility: Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Run a teen career day outreach program to provide high school students with a day of exposure to careers in fire and emergency medical services, and a concurrent job fair. **Time: Ongoing, Biannually**
 2. Participate in the Springfield Rotary Student Government Day event. **Time: Ongoing, Annually**
 3. Participate in Springfield school career fairs. **Time: Ongoing**
 4. Pursue funding to support an internal cadet program. **Time: Ongoing**
 5. Once a funding source has been identified, develop and implement an internal cadet program that will target youth ages 16-18, designed as a one-week mini-academy, in which participants will have the opportunity to explore basic job skills for careers in fire and emergency medical services. The purpose of an internal cadet program is to create a local firefighter/paramedic recruitment pipeline, while helping young people learn skills and values that will benefit them individually and their community in the future. **Time: Ongoing**

GOAL C

Refine the Ambulance Transport System (ATS)

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective C-1: Look for ways to better align skilled resources with call type and assess alternate service delivery models for low-skill calls that tie up emergency resources.
- Lead Reporting Responsibility: Chief of Departments (Groves), Deputy Chief EMS & Community Relations (Walker)
- Critical Tasks and Measures:
 1. Continue partnership with Rural Metro Ambulance to provide non-emergency, non-immediate transport services. **Time: Ongoing**
 2. Continue partnership with Life Flight Network to provide emergency air medical services as part of the efforts in working towards the longer term vision of developing a regional fire, rescue and emergency medical services delivery system. **Time: Ongoing**
 3. Identify Alpha acuity levels 1, 2 and 3 with Central Lane 9-1-1 physician. **Time: Ongoing**
 4. Examine realignment of the ASA with other ambulance providers to realign the ASA with a rural and urban split. **Time: Ongoing**
 5. Collaborate with other Central Lane transport agencies to better align skilled resources with call type. **Time: Ongoing**
 6. Meet with Directors of existing social service programs to develop collaborative working relationships, and to identify better ways to utilize existing social service providers. **Time: Ongoing**
 7. Continue to look for ways to better align skilled resources with call type and assess alternate service delivery models for low-skill calls that tie up emergency resources (e.g., CAHOOTS, Rural Metro Ambulance, etc.). **Time: Ongoing**
 8. Update organizational policies regarding the service areas. **Completed**

GOAL C

Refine the Ambulance Transport System (ATS)

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective C-2: Unify Eugene Fire & EMS and Springfield Fire & Life Safety's ambulance protocols and policies.
- Lead Reporting Responsibility: Deputy Chief EMS & Community Relations (Walker)
- Critical Tasks and Measures:
 1. Continue work with the Lane County Medical Control Board to maintain ambulance protocols and policies. **Time: Ongoing**
 2. Facilitate meetings of the Medical Directors with an emphasis on protocols. **Time: Ongoing**
 3. Align existing field equipment (e.g., cardiac monitors, electronic chart programs, etc.), and look at other equipment. **Time: Ongoing**
 4. Align electronic chart programs. **Completed**
 5. Update Springfield Fire & Life Safety's ambulance protocols and policies on Central Lane's website. **Completed**

GOAL C

Refine the Ambulance Transport System (ATS)

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective C-3: Collaborate with adjacent Ambulance Service Areas (ASAs) on ordering emergency medical equipment and supplies.
- Lead Reporting Responsibility: Deputy Chief EMS & Community Relations (Walker), Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Develop common specifications for emergency medical equipment and supplies. **Time: 3rd Quarter FY12**
 2. Develop and maintain cooperative working relationships with neighboring agencies to pool resources and order emergency medical equipment and supplies as a single unit. **Time: Ongoing**
 3. Contact vendors to arrange for single, large-volume purchases. **Time: Ongoing**
 4. Identify storage area for bulk storage of supplies. **Time: Ongoing**
 5. Identify equipment and supplies commonly used, and establish a list of equipment and supplies. **Time: Ongoing**
 6. Develop and maintain a shared supply order, distribution and delivery system. **Time: Ongoing**

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Safe Community Effective, Accountable, Municipal Government

- Objective D-1: Produce quarterly and annual reports to show measures of performance-based service objectives, and post reports on both departments' websites.
- Lead Reporting Responsibility: Deputy Chief Shift Operations (Brack), Administrative Services Director (Evanoff), Deputy Chief EMS & Community Relations (Walker)
- Critical Tasks and Measures:
 1. Report on City of Springfield Strategic Plan goal targets. **Time: Ongoing, Quarterly**
 - a. Net Enterprise Contribution to Ambulance Fund (\$1000) (Baseline: \$346, FY11 Target: \$360).
 - b. Percentage of emergency ambulance responses within eight minutes (Baseline: 83%, FY11 Target: 90%).
 - c. Percentage of fire responses within five minutes (Baseline: 66%, FY11 Target: 80%).
 2. Report on progress towards Standards of Response Coverage service level goals. **Time: Ongoing, Quarterly**
 - a. Travel time for first arriving unit in Risk Area A: 5 minutes or less for 80% of all calls – all emergency incidents.
 - b. Travel time for all units needed for effective initial response to arrive on scene: 10 minutes or less for 80% of calls – structure fires.
 - c. Response time (includes turnout time and travel time): Less than 10 minutes for 85% of all emergency calls in Zone 1 – ambulance transports.
 - d. Travel time, including turnout time, to the incident or standby location: 3 minutes or less (80th percentile) – Eugene Airport.
 3. Compile data to be included the Statistics Report (including ASA statistics in compliance with Lane County Code Chapter 18), and issue report. **Time: Ongoing, Quarterly**
 4. Perform ongoing review of contracts and administrative orders. **Time: Ongoing, Quarterly**
 5. Report on unit hour utilization (UHU), call volume and progress made towards service goals. **Time: Ongoing, Quarterly**
 6. Senior Staff to report on the status of critical tasks and measures, and update the combined Work Plan. **Time: Ongoing, Three Times Annually in February, June and October**
 7. Select measures and goals to be included in the Annual Report, and issue report. **Time: Ongoing, Annually**
 8. Select items to be included in Eugene's State of the City Publication, and submit items to be included. **Time: Ongoing, Annually**
 9. Select items to be included in Standards of Response Coverage, and publish report. **Time: Ongoing, Annually**

10. Perform ongoing review of SOPs. **Time: Ongoing, Annually**
11. Report annually on the number of civilian fire deaths per million over a ten-year period (Baseline: 5.37, FY11 Target: 5.31). **Time: Ongoing, Annually**
12. Continue to participate in International City/County Management Association (ICMA) benchmarking. **Time: Ongoing, Annual Report Due**
13. Maintain Exempt Status through the OSFM. **Time: Ongoing, Every Two Years Submit Application**
14. Senior Staff to review and update the combined Strategic Plan and Work Plan. **Time: Ongoing, Every Three Years for Four-Year Performance Periods**
15. Produce and distribute reports on a quarterly and an annual basis, and post on both departments' websites. **Time: Ongoing**
16. Maintain current Sustainability and Environmental Management Practices, and post on both departments' websites. **Time: Ongoing**

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective D-2: Evaluate response coverage and adjust to maintain adequate response reliability, while considering future growth and expansion.
- Lead Reporting Responsibility: Deputy Chief Shift Operations (Brack), Deputy Chief Fire Marshal (Gerard)
- Critical Tasks and Measures:
 1. Review monthly reports on levels of service. **Time: Ongoing, Monthly**
 2. Identify changes in response time performance. **Time: Ongoing, Annually**
 3. Develop recommendations for addressing problem areas. **Time: Ongoing, Annually**
 4. Implement new strategies as available resources allow. **Time: Ongoing**
 5. Provide cooperative input on plan review and comment on all Transportation Plan initiatives and proposed long-range planning proposals by Eugene Public Works and Eugene Planning & Development Departments. **Time: Ongoing**

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none">• Enhance Public Safety• Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none">• Safe Community• Effective, Accountable, Municipal Government

- Objective D-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs.
- Lead Reporting Responsibility: Deputy Chief Shift Operations (Brack)
- Critical Tasks and Measures:
 1. Update sprinkler/FDC information list carried in QAP Books on all apparatus. **Time: Ongoing, Monthly**
 2. Continue development of the QAP. **Time: Ongoing, Monthly**
 3. Work to identify CAD system software support to generate and perform QAP/CAD drawings. **Time: Ongoing, Monthly**

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective D-4: Maintain an Insurance Services Office (ISO) Class 3 rating while taking steps towards attaining a Class 2 rating.
- Lead Reporting Responsibility: Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Continue monitoring of service measures contained in Standards of Response Coverage. **Time: Ongoing, Quarterly**
 2. Report annually on percentage of line employees meeting ISO requirements for training and drills (Baseline: 70%, FY11 Target: 75%). **Time: Ongoing, Annually**
 3. Report on compliance with ISO requirements. **Time: Ongoing, Site Visit Once Every Seven to Ten Years**
 4. Continue to explore technical solutions to address issues identified by ISO for Eugene and Springfield in Central Lane 9-1-1. **Time: Ongoing**
 5. Continue work to address deficiencies identified by ISO that resulted in the January 18, 2008 notice of change in classification for Eugene from a Public Protection Class of 2 to Class 3 in the areas of training and apparatus credit for reserve apparatus. Then request a reassessment by ISO before the next seven to ten year timeframe. **Time: Ongoing**

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective D-5: Monitor and maintain compliance with all applicable federal and state safety, fire service and hazardous materials response regulations, in addition to technical rescue requirements and regulations.
- Lead Reporting Responsibility: Deputy Chief Fire Marshal (Gerard), Deputy Chief EMS & Community Relations (Walker), Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Report on compliance with the Department of Health & Human Services standards and measures. **Time: Ongoing, Quarterly**
 2. Post toxic substance data on the Internet. **Time: Ongoing, Annually by May 1st**
 3. Report annually on the number of lost workdays due to injury per year based on a three-year average (OPS) (Baseline: 147 – Springfield only, FY11 Target: 144 – Springfield only). **Time: Ongoing, Annually**
 4. Report on compliance with DPSST certification criteria. **Time: Ongoing, Biannually**
 5. Report on compliance with ISO requirements. **Time: Ongoing, Site Visit Once Every Seven to Ten Years**
 6. Continue work with the International Association of Fire Chiefs (IAFC) and the International Association of Firefighters (IAFF) on the Wellness-Fitness Initiative (WFI) for Shift Operations personnel to reduce the risk of on-duty injuries and death. **Time: Ongoing**
 7. Monitor and maintain compliance with the American's with Disability Act (ADA). **Time: Ongoing**
 8. Conduct an environmental scan and identify best industry practices, and evaluate Eugene Fire & EMS and Springfield Fire & Life Safety programs against these practices. **Time: Ongoing**
 9. Identify training programs, costs, availability and applicability. **Time: Ongoing**
 10. Identify, assess and implement all applicable OSFM and DPSST certification criteria, OSHA and FAA requirements and NFPA recommendations. **Time: Ongoing**

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective D-6: Maintain all required federal and state emergency medical service requirements.
- Lead Reporting Responsibility: Administrative Services Director (Evanoff), Deputy Chief EMS & Community Relations (Walker), Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Renew ambulance service license. **Time: 4th Quarter, Annually**
 2. Meet all requirements for recertification of all EMT personnel. **Time: 4th Quarter, Biannually**
 3. Provide all personnel with Health Insurance Portability and Accountability Act (HIPAA) information and required training. **Time: Ongoing**
 4. Perform regular Centers for Medicare & Medicaid Services Clinical Laboratory Improvement Amendments (CLIA) Waivers. **Time: Ongoing**
 5. Review policies and procedures to monitor emergency medical service programs to ensure compliance with all federal and state requirements. **Time: Ongoing**
 6. Maintain compliance with all federal ambulance service regulations. **Time: Ongoing**

GOAL D

Maintain Existing High Departmental Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective D-7: Report on Fire Marshal's Office measurements.
- Lead Reporting Responsibility: Deputy Chief Fire Marshal (Gerard)
- Critical Tasks and Measures:
 1. Number of hours spent on fire prevention education (Baseline: 147 – Springfield only, FY11 Target: 150 – Springfield only). **Time: Ongoing, Annually**
 2. Dollar loss per fire (perform better than 75 percent of similar cities) (Baseline: 75% – Springfield only, FY11 Target: 75% – Springfield only). **Time: Ongoing**
 3. Dollar loss per fire – business (perform better than 50 percent of similar cities) (Baseline: 50% – Springfield only, FY11 Target: 50% – Springfield only). **Time Ongoing**
 4. Dollar loss per fire – residential (perform better than 75 percent of similar cities) (Baseline: 75% – Springfield only, FY11 Target: 75% – Springfield only). **Time Ongoing**
 5. Percentage of Eugene and Springfield occupancies with fire protection systems in compliance or verified as maintained (Baseline: 65% – Springfield only, FY11 Target: 80% – Springfield only). **Time: Ongoing**
 6. Percentage of regulated facilities inspected (Baseline: 100% – Springfield only, FY11 Target: 100% – Springfield only). **Time: Ongoing**
 7. Percentage of business inspections completed annually (Baseline: 95% – Springfield only, FY11 Target: 100% – Springfield only). **Time: Ongoing**
 8. Percentage of Juvenile Firesetter referral service and/or intervention for youth requests fulfilled annually (Baseline: 80% – Springfield only, FY11 Target: 100% – Springfield only). **Time: Ongoing**
 9. Percentage of noted violations left unabated (Baseline: 9.4% – Springfield only, FY11 Target: 1.0% – Springfield only). **Time: Ongoing**
 10. Plan review turnaround time (business days) (Baseline: 15 days – Springfield only, FY11 Target: 10 days – Springfield only). **Time: Ongoing**

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective E-1: Continue work on the Eugene/Springfield Merger Initiative.
- Lead Reporting Responsibility: Chief of Departments (Groves)
- Critical Tasks and Measures:
 1. Conduct weekly Senior Staff meetings. **Time: Ongoing, Weekly**
 2. Continue work on the functional consolidation to increase overall fire service efficiencies for the Eugene-Springfield area and save money by minimizing duplication of employees and resources. **Time: Ongoing (Note: IGA Effective July 1, 2010 – June 30, 2012.)**
 3. Continue work towards a merged organization. **Time: Ongoing (Note: Target Effective Date of July 1, 2012.)**
 4. Continue to develop and maintain Metro Standard Operating Procedures, as well as Metro-Lane Emergency Safety Operations procedures. **Time: Ongoing**
 5. Continue to develop corresponding response from dispatch. **Time: Ongoing**
 6. Continue to develop corresponding command assignments and training. **Time: Ongoing**
 7. Continue to coordinate ongoing training activities. **Time: Ongoing**
 - a. Daily drills
 - b. New recruit academies
 - c. NFPA 1410 drills
 - d. Special Teams (e.g., HazMat, US&R, Water Rescue, etc.)
 - e. Requirements pertaining to code enforcement, fire investigations, plan review and public education for Fire Marshal's Office Division staff.
 8. Continue to display current information on the Eugene/Springfield Merger Initiative on department websites. **Time: Ongoing**

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none"> Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Safe Community Effective, Accountable, Municipal Government

- Objective E-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness.
- Lead Reporting Responsibility: Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 6. Actively seek opportunities to partner with strategic partners and private industry organizations to identify funding and work towards completion of the training prop area.
Time: Ongoing
 Training prop area will include the following components:
 - a. Simulation Lab (CTC)
 - b. Tank Farm
 - c. Tunnel System
 - d. Collapse Prop
 - e. Loading Dock Prop
 7. Add South 16th site to Training Props Master Plan.
 8. Partner with Lane Community College (LCC) to develop a regional EMT-Basic and EMT-Intermediate curriculum. **Time: Ongoing**
 9. Invite all automatic and mutual aid responders to training classes, in order provide them with opportunities to better meet state and federal training requirements. **Time: Ongoing**
 10. Conduct live burns with Lane County and state-wide strategic partners. **Time: Ongoing**
 11. Collaborate with the Department of Homeland Security and the Oregon State Fire Marshal's Office (OSFM) to conduct regional and state-wide Hazardous Materials training and Urban Search and Rescue (US&R) classes. **Time: Ongoing**
 12. Conduct regional and state-wide EMS Training classes. **Time: Ongoing**
 13. Collaborate with other Metro response partners to develop regional table-top exercises and joint training programs. **Time: Ongoing**
 14. Collaborate with other Metro response partners to apply for Homeland Security grant funding to support regional table-top exercises and joint training programs. **Time: Ongoing**
 15. Encourage Shift Operations personnel to attend classes through the National Fire Academy. **Time: Ongoing**
 16. Conduct seminars and workshops collaboratively with strategic partners. **Time: Ongoing**
 17. Collaborate with South Willamette Instructors Fire Training Association (SWIFTA) to provide the burn facility and drill grounds for training, as well as provide classrooms for workshops and seminars. **Time: Ongoing**

18. Collaborate with neighboring jurisdictions on equipment and supplies procurement, as well as other service elements, and work to pool resources and order equipment and supplies as a single unit. **Time: Ongoing**
19. Collaborate with neighboring jurisdictions to develop Metro and County-wide Standard Operating Procedures (SOPs). **Time: Ongoing**
20. Hire a Department of Public Safety Standards and Training (DPSST) representative with a fire, life safety and emergency medical services background at the ESC Campus to be available for instructing courses. **Time: Ongoing**
21. Provide training and certification opportunities for all Deputy Fire Marshals to substantiate that they are reasonably qualified to conduct cause, origin and circumstance investigations for all fires referred to the Metro Fire Marshal's Office. **Time: Ongoing**

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective E-3: Pursue funding opportunities to complete the training prop area (see Training Props Master Plan).
- Lead Reporting Responsibility: Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Identify training prop area needs. **Time: Ongoing**
 2. Identify internal funding sources. **Time: Ongoing**
 3. Identify external funding sources. **Time: Ongoing**
 4. Complete the Intergovernmental Relations Committee (IGR) approval process. **Time: Ongoing**
 5. Complete funding application processes. **Time: Ongoing**
 6. Administer funded programs. **Time: Ongoing**
 7. Maintain records. **Time: Ongoing**

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective E-4: Expand communication and relationship efforts with strategic partners.
- Lead Reporting Responsibility: Chief of Departments (Groves)
- Critical Tasks and Measures:
 1. Continue to maintain a strong working relationship with Life Flight Network, as part of the efforts in working towards the larger vision of developing a regional fire, rescue and emergency medical services delivery system. **Time: Ongoing**
 2. Maintain active participation and strengthen relationships with the Lane Fire Defense Board. Look for and pursue opportunities for joint mutually-beneficial ventures. **Time: Ongoing**
 - a. Continue to develop and maintain County Standard Operating Procedures with member agencies of the Lane Fire Defense Board.
 - b. Continue work with the Lane Fire Defense Board to further develop a comprehensive strategic plan for Lane County fire service radio and data operability, and interoperability.
 - c. Continue to develop Base 1 procedures to include a Resource Unit Leader during major alarm operations.
 3. Look for and pursue opportunities to strengthen relationships and partnership opportunities with other Eugene and Springfield City Departments. **Time: Ongoing**
 4. Take on a leadership role at the State level through affiliations and associations. **Time: Ongoing**
 - a. Oregon Fire Chiefs' Association (OFCA)
 - i. State of Oregon's Public Safety Answering Point (PSAP) Consolidation Task Force Subcommittee
 - b. Oregon Office of the State Fire Marshal (OSFM)
 - i. Exemption Committee
 - ii. Accreditation – Competency Recognition Committee
 - iii. State Fire Code Committee
 - c. Oregon Fire Instructors' Association (OFIA)
 - d. Oregon Health Division
 - e. Oregon State Ambulance Association (OSAA)
 - f. Oregon Fire Medical Administrators Association (OFMAA)
 - g. Special Operations Venues
 - h. Oregon State EMS Committee
 - i. EMT Certification and Discipline Subcommittee
 - i. Oregon Wireless Interoperability Network (OWIN)
 - j. Oregon State US&R and HazMat Overhead Teams
 5. Increase connections with local community groups. **Time: Ongoing**

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective E-5: Work with educational institutions to develop fire and emergency medical services career paths and improve opportunities for professional development of incumbents.
- Lead Reporting Responsibility: Deputy Chief EMS & Community Relations (Walker), Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Continue relationship development with key personnel from Lane Community College (LCC), and work together towards forming joint programs that help promote good service to the community. **Time: Ongoing**
 2. Develop a collaborative working relationship with key personnel from Chemeketa Community College to build in components of a regional training model (e.g., EMT-Paramedic internships and partnerships, and to work together on getting underrepresented populations interested in emergency medical services and fire service careers). **Time: Ongoing**
 3. Develop a collaborative working relationship with key personnel from the University of Oregon. **Time: Ongoing**

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective E-6: Address interoperability issues with all other emergency response agencies.
- Lead Reporting Responsibility: Deputy Chief Shift Operations (Brack), Deputy Chief EMS & Community Relations (Walker), Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Continue training on unified command and interoperability with law enforcement, public works, special teams, hospitals, Oregon National Guard and other public safety service agencies. **Ongoing**
 2. Continue to collaborate with the Federal Aviation Administration (FAA), U.S. Department of Homeland Security Transportation Security Administration (TSA), and Eugene Airport Administration personnel. **Time: Ongoing**
 3. Continue to collaborate with the University of Oregon's Department of Public Safety. **Time: Ongoing**
 4. Continue to participate in Eugene/Springfield Metro area Interoperability Task Force. **Time: Ongoing**
 5. Continue to participate in Lane Fire Defense Board Radio Communications committee to develop a Strategic Communications Plan and Radio Frequency Use Plan, and apply for grant funding. **Time: Ongoing**
 6. Continue to participate in the Lane Preparedness Coalition. **Time: Ongoing**

GOAL E

Develop and Maintain Collaborative Strategic Partnerships

Springfield Council Goals:	<ul style="list-style-type: none">• Enhance Public Safety• Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none">• Safe Community• Effective, Accountable, Municipal Government

- Objective E-7: Collaborate with Eugene Police Department, Central Lane 9-1-1 to develop an effective dispatch system using Medical Priority Dispatch System (MPDS) Protocols.
- Lead Reporting Responsibility: Deputy Chief EMS & Community Relations (Walker)
- Critical Tasks and Measures:
 1. Conduct a quality improvement review of type-specific calls. **Time: Ongoing**
 2. Perform an analytical review of specific calls that are of concern. **Time: Ongoing**
 3. Identify other resources to expand transport options for dispatch (e.g., CAHOOTS, Dial-A-Nurse, etc.). **Time: Ongoing**

GOAL F

Provide Focused Successorship Training Throughout the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Effective, Accountable, Municipal Government

- Objective F-1: Support growth and development of all personnel.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Conduct regular meetings with work group personnel. **Time: Ongoing, Weekly to Monthly to Quarterly**
 2. Conduct effective Metro Fire Leadership Team meetings, and providing all personnel with links to meeting summaries. **Time: Ongoing, Bimonthly**
 3. Conduct effective Metro Fire Administration meetings. **Time: Ongoing, Bimonthly**
 4. Provide opportunities for employees to learn about all aspects of the departments beyond their specific job duties, and to participate on special projects. **Time: Ongoing**
 5. Extend applicable training and learning opportunities to administrative and support personnel (e.g., access to Rosetta Stone language-learning software, provide opportunities to attend fire service conferences that have a diversity, equity and/or human rights focus, as much as financially feasible, NIMS ICS classes IS-100 and IS-200, AED training and CPR training). **Time: Ongoing**
 6. Develop and implement an internal Administrative Management Development Program (AMDP). **Time: 1st Quarter FY13 (Note: Draft Administrative Services Division: Manager-Level Employee Orientation Task Book submitted to Eugene Section Managers for review and input.)**
 - a. Finalize and implement the use of the Administrative Services Division: Manager-Level Employee Orientation Task Book. **Time: Ongoing after Task Book has been finalized**
 7. Identify training needs for all work group personnel. **Time: Ongoing**
 8. Develop and implement internal standardized processes and procedures to ensure new employees at all levels of the organization are oriented to basic processes and procedures related to their job function in a timely manner. **Time: Ongoing**
 9. Ensure that work group personnel complete all required training classes. **Time: Ongoing**
 10. Review current Seniority Lists to identify potential upcoming retirees and develop a list of potential candidates to fill future vacancies, and ensure that appropriate training opportunities are made available to employees who may serve in those roles in the future. **Time: Ongoing**
 11. Enhance the Chief Officer Development Program (CODP), Company Officer Development Program (ODP), and Engineer Development Program (EDP) to better prepare candidates for advancement, with the goal of 100% of candidates being recommended for the testing process. **Time: Ongoing**
 12. Assign a mentor to each CODP, ODP, EDP and AMDP candidate upon entering a development program. **Time: Ongoing**

13. Develop a training program to better prepare Battalion Chiefs for Deputy Chief Acting-in-Capacity (AIC) opportunities, and to expand opportunities for operations personnel to AIC in key suppression roles. **Time: Ongoing**
14. Encourage qualified work group personnel to participate in the City of Springfield's supervisor program Springfield Organizational Leaders in Development (SOLID) and annual supervisor training, and the City of Eugene's Management Institute, Leadership Academy, Lead Worker-Supervisor Development Programs, as well as the City's Career Development Program. **Time: Ongoing**

GOAL F

Provide Focused Successorship Training Throughout the Departments

Springfield Council Goals:	<ul style="list-style-type: none">Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none">Effective, Accountable, Municipal Government

- Objective F-2: Automate and maintain sworn personnel training records and annually evaluate status of qualifications and successor readiness.
- Lead Reporting Responsibility: Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Consolidate all training records to include City, Fire, EMS, Special Teams and management. **Time: Ongoing**
 2. Ensure that the program used for tracking training records is compliant with NFPA. **Time: Ongoing**
 3. Work with Central Services Information Systems Division (ISD) personnel to adjust system to allow for individual and group audits that will produce desired results. **Time: Ongoing**

GOAL F

Provide Focused Successorship Training Throughout the Departments

Springfield Council Goals:	<ul style="list-style-type: none">Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none">Effective, Accountable, Municipal Government

- Objective F-3: Pursue funding opportunities to support training and career development programs.
- Lead Reporting Responsibility: Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Work with labor to develop and implement Metro Officer, Engineer and ARFF academies in compliance with FLSA, and modeled after the Portland Metro Academy. **Time: 1st Quarter FY13 (Target Implementation Date)**
 2. Offset costs of the academies by using a regional training approach, hosting classes and inviting outside agencies to participate and charging tuition. **Time: Ongoing**
 3. Apply for grant funding in collaboration with organizations that work with youth (e.g., SWIFTA, Medford Fire, Fire Corp). **Time: Ongoing**

GOAL F

Provide Focused Successorship Training Throughout the Departments

Springfield Council Goals:	<ul style="list-style-type: none">Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none">Effective, Accountable, Municipal Government

- Objective F-4: Construct and operate a Command Training Center (CTC).
- Lead Reporting Responsibility: Deputy Chief Special Operations (Zaludek)
- Critical Tasks and Measures:
 1. Identify strategic partners. **Time: Ongoing**
 2. Identify internal funding sources. **Time: Ongoing** (Note: Internal funding options currently on hold due to current Lane County and City of Eugene budget crisis.)
 3. Identify external funding sources. **Time: Ongoing**
 4. Complete the Intergovernmental Relations Committee (IGR) approval process. **Time: Ongoing**
 5. Complete funding application processes. **Time: Ongoing**
 6. Administer funded programs. **Time: Ongoing**
 7. Maintain records. **Time: Ongoing**
 8. Update organizational policies regarding this service area. **Time: Ongoing**
 9. Create new service agreement(s). **Time: Ongoing**
 10. Implement new program components. **Time: Ongoing**
 11. Develop plan to construct a Command Training Center (CTC). **Time: Completed – Concept Plan Developed**

GOAL G

Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- Objective G-1: Maintain a priority on face-to-face meetings, while taking advantage of electronic means of communication (e.g., SharePoint, RMS, E-LOG, etc.).
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Conduct regular meetings with work group personnel. **Time: Ongoing, Weekly to Monthly to Quarterly**
 2. Conduct regular meetings that include all section personnel. **Time: Ongoing, Quarterly**
 3. Encourage all personnel to participate in Eugene's All City employee meetings. **Time: Ongoing, Quarterly**
 4. Conduct regular meetings that include all division personnel. **Time: Ongoing, Once Every Six Months to Annually**
 5. Feature a presentation by the Chief of Departments and IAFF Local 851 and 1395 Presidents at least once per year on the cable access television. **Time: Ongoing, Annually**
 6. Develop a rotation to feature a presentation by each of the Deputy Chiefs at least once per year on cable access television. **Time: Ongoing, Annually**
 7. Complete annual performance evaluations for all work group personnel. Annual performance evaluations will include written evaluations, employee input and in-person conversations to review accomplishments, goals and expectations. **Time: Ongoing, Annually**
 8. Report on percentage of annual performance reviews current (Baseline: 67%, FY11 Target: 100%). **Time: Ongoing, Annually**
 9. Conduct a 1:1 promotional discussion meeting with the Chief of Departments for those personnel that receive a promotion. **Time: Ongoing**
 10. Review electronic communication systems currently in use in the departments, for accessibility, functionality and actual use. **Time: Ongoing**
 11. Research new technology for potential use in expanding electronic communication, and implement new tools and/or systems. **Time: Ongoing**

GOAL G

Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- Objective G-2: Strengthen relationships between operations, fire prevention and administrative services personnel.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Conduct effective Metro Fire Leadership Team meetings, and provide all personnel with links to meeting summaries. **Time: Ongoing, Bimonthly**
 2. Conduct effective Metro Fire Administration meetings. **Time: Ongoing, Bimonthly**
 3. Plan and organize an event (e.g., Department Picnic, Habitat for Humanity Project, holiday potluck, etc.) to include all personnel. **Time: Ongoing**
 4. Provide opportunities for all personnel to participate on special projects, and to participate in community events. **Time: Ongoing**

GOAL G

Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- Objective G-3: Conduct regular meetings with Metro work groups.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 1. Conduct effective Senior Staff meetings. **Time: Ongoing, Weekly, Every Monday**
 2. Conduct effective Administrative Services Division meetings. **Time: Ongoing, Weekly, Every Tuesday**
 3. Conduct effective Fire Marshal's Office Division meetings. **Time: Ongoing, Weekly, Every Tuesday and Wednesday**
 4. Conduct effective EMS Section and Community Relations Section meetings. **Time: Ongoing, Weekly**
 5. Conduct effective Safety Committee meetings. **Time: Ongoing, Monthly, Second Monday of Every Month (Eugene) and Friday on B Shift (Springfield)**
 6. Conduct effective Joint Labor/Management Relations Committee (JLMRC) meetings. **Time: Ongoing, Monthly, Second Wednesday and Last Tuesday of Every Month**
 7. Conduct effective Metro Command meetings. **Time: Monthly**
 8. Conduct effective Metro Fire Leadership Team meetings. **Time: Ongoing, Bimonthly, First Wednesday of Every Other Month**
 9. Conduct effective Metro Fire Administration meetings. **Time: Ongoing, Bimonthly, First Wednesday of Every Other Month**
 10. Conduct effective Company Officers' meetings. **Time: Three Times Annually in January, May and September**

GOAL G

Strengthen Internal Relationships by Enhancing Communication Within the Departments

Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- Objective G-4: Provide all personnel with links to meeting notes.
- Lead Reporting Responsibility: Administrative Services Director (Evanoff)
- Critical Tasks and Measures:
 1. Provide all personnel with links to Metro Fire Leadership Team meeting summaries. Following is the path to Metro Fire Leadership Team meeting summaries:
<\\Cesrva00\SharedDocuments\Metro Fire Leadership Team>. **Time: Bimonthly**
 2. Post Safety Committee meeting minutes on the shared server. Following is the path to Safety Committee Minutes: <\\Cesrva00\SharedDocuments\Safety Committee>. **Time: Monthly**

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective H-1: Research, analyze, forecast and strategize for long-term financial stability of the Ambulance Transport Fund (ATF) while maintaining a system that meets industry standards.
- Lead Reporting Responsibility: Administrative Services Director (Evanoff)
- Critical Tasks and Measures:
 1. Perform internal quality assurance audits on ambulance billing to ensure the departments are billing for the appropriate level of service being provided. **Time: Monthly Review, With Quarterly Reports**
 2. Conduct analysis of service delivery, and complete cost analysis. **Time: Ongoing**
 3. Evaluate need to increase ambulance fees for service. **Time: Ongoing**
 4. Evaluate need to add additional fees for other services. **Time: Ongoing**
 5. Seek additional funding opportunities to support ambulance transport service. **Time: Ongoing**
 6. Update organizational policies regarding this service area. **Time: Ongoing**
 7. Update ATF forecast with new information as it becomes available. **Time: Ongoing**

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective H-2: Pursue funding opportunities to support anticipated infrastructure, program area and equipment needs of the departments.
- Lead Reporting Responsibility: Administrative Services Director (Evanoff)
- Critical Tasks and Measures:
 1. Report on progress towards addressing funding for Springfield's fifth fire station. Move the fifth Springfield fire station from the serial levy to more stable funding support.
Time: Ongoing, Quarterly
 2. Complete Multi-Year Financial Plan. **Time: Annually, Eugene's Information Due Every September**
 3. Identify infrastructure, program area and equipment needs (for an inclusive, but not limited to, list of examples, refer to the combined strategic plan Appendix E: Anticipated Departmental Needs). **Time: Ongoing**
 4. Continue to seek grant funding for interoperability equipment and planning. **Time: Ongoing**
 5. Identify internal funding sources. **Time: Ongoing**
 6. Identify external funding sources (for an inclusive, but not limited to, list of examples, refer to the combined strategic plan Appendix F: Grants and Supplemental Funding Sources). **Time: Ongoing**
 7. Complete the Intergovernmental Relations Committee (IGR) approval process. **Time: Ongoing**
 8. Complete funding application processes; administer funded programs; and maintain records. **Ongoing**

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none">Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none">Fair, Stable and Adequate Financial Resources

- Objective H-3: Report on Fire Contracts measurements.
- Lead Reporting Responsibility: Administrative Services Director (Evanoff)
- Critical Tasks and Measures:
 1. Report annually on fire contracts value to General Fund (\$ Million) (Baseline: \$1.4 Million – Springfield only, FY11 Target: \$1.5 Million – Springfield only). **Time: Ongoing, Annually**

GOAL H

Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective H-4: Report on FireMed Membership Program measurements.
- Lead Reporting Responsibility: Administrative Services Director (Evanoff)
- Critical Tasks and Measures:
 1. FireMed net contribution to Ambulance Fund annually (\$1000) (Baseline: 288, FY11 Target: 295). **Time: Ongoing**
 2. JobCare Revenue per FY (\$1000) (Baseline: 3, FY11 Target: 10). **Time: Ongoing**
 3. FireMed growth per year in market share (eligible households) (Baseline: 27.8% per year, FY11 Target: 28.3%). **Time: Ongoing**
 4. FireMed cost per membership sold (\$) (Baseline: \$17.08, FY11 Target: \$17.42). **Time: Ongoing**
 5. Net Enterprise Contribution to Ambulance Fund (\$1000) (Baseline: \$346, FY11 Target: \$360). **Time: Ongoing**
 6. Number of ambulance billing client jurisdictions (Baseline: 19, FY11 Target: 20). **Time: Ongoing**
 7. Ambulance Bills – number of days in accounts receivable – Springfield only (Baseline 62, FY11 Target: 55). **Time: Ongoing**
 8. Ambulance – net collection percentage – Springfield only (Baseline: 72.4%, FY11 Target: 83%). **Time: Ongoing**
 9. Ambulance – net collection percentage – billing customers, non-Springfield (Baseline: 79.4%, FY11 Target: 83%). **Time: Ongoing**
 10. Percentage of Springfield Fire & Life Safety General Fund \$s offset by revenues (operating permits and fire contracts) (Baseline: 16.4%, FY11 Target: 17%). **Time: Ongoing**
 11. Value of Springfield Fire & Life Safety operating permits issued (\$1000) (Baseline: 130, FY 11 Target: 130). **Time: Ongoing**

WORK PLAN PERFORMANCE REPORTS

Progress towards achieving the strategic goals and objectives outlined in this combined work plan for the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department is detailed in work plan performance reports, which are completed and posted to both departments' websites every four months in February, June and October. Our websites can be found at: www.eugene-or.gov, under *Fire/EMS Services, Info About Us*; and www.ci.springfield.or.us, under *Government, Fire and Life Safety*. We invite you to visit our websites to learn more about our two departments.

